67201-84

28 DEC 1984

MEMORANDUM FOR: Deputy Director for Administration

FROM:

Robert M. Gates

Deputy Director for Intelligence

SUBJECT:

Creative Problem Solving/Space

REFERENCE:

Memo to DDI from DDA, dated 21 DEc 1984,

Subject: Need for Expansion of Printing Plant

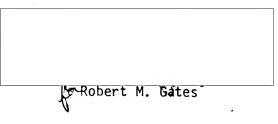
1. I appreciate your memorandum on the need to expand the printing plant. You will certainly have my enthusiastic support if you go forward with the project. And we might even be able to help a little with funding later in the year—although not to the tune of ______ or anything like it. The problem from my end is that your proposal makes eminent good sense as a long term solution to our printing needs, but it does not address my need, which is for a substantial amount of space in the immediate future.

- 2. As I indicated in my earlier memo, we believe that the space under the P&PD building could be made suitable for our needs for a fraction of the cited in your memo. We do not have access to the details, but we know that the project envisaged in 1982 included features extraneous to our needs, such as a special storage area for combustibles and a new loading dock. We have in mind merely decent office space suitable for people, computer terminals, and word processing machinery. The fastest way to get an estimate of the cost probably would be to let us review the specifications proposed in 1982 and eliminate those that are not essential for our purposes. We are ready to do that immediately, and I would like to pursue the idea on an urgent basis at least until we have a realistic cost estimate in hand.
- 3. In sum, I see no reason why we cannot move forward on both ideas. I am sure that the DI can afford whatever cost is involved in getting an estimate from a contractor for the basement proposal. And I will be glad to do whatever I can to help with the larger project. The sooner I know whether the basement option is feasible and at what cost, the sooner I will be able to tell you how much we might be able to contribute to the A&E study on the expansion.

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21 DEC 1984

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	MEMORANDUM FOR	Deputy Director for Intelligence
2514	FROM:	Harry E. Fitzwater Deputy Director for Administration
25X1	SUBJECT:	Need for Expansion of Printing Plant
,	REFERENCE:	Memo to DDA from DDI, dated 4 Dec 1984, Subject: Creative Problem Solving/Space
· .		
25X1	that the print	s for your memorandum which reinforces my beliefing plant must be expanded now if we are to have to meet the current and future critical needs of ublishing network. We need your help and support or.
.	the plant in o	reciate your suggestion regarding the excavation of rder to gain additional space. However, the excavating the plant was studied by an architect
25X1	construction c	g (A&E) firm in 1982, and the study indicated that osts would be approximately in 1982 in the amount of space that we need and construction
25 X 1	costs which wo	
	costs prohibit	ive, but the excavation and construction work would x, and it would not satisfy the totality of our
25 X 1	space requirem	ents.
25X1	space needs wi	rinting and Photography Division currently has thin the plant for about square feet of er to accommodate the needs which you outline in
25X1 25X1	your memorandu a total of all of the con propose to exp to the existin horizontally o	square feet are needed, for square feet. Given the present situation with struction activities occurring on the compound, we and the plant now by either adding a second story building or by extending the building out n two levels from the existing structure. The
25X1	alternative se firm performin	lected would result from recommendations by the A&E g the design work.
25X1		,

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Deputy Director for Intelligence Date
CONCUR:
v .
Harry E. Fitzwater
los
, Signed: James H. McDonald
proposal as soon as possible so that we can initiate the project within the next few weeks.
5. I would appreciate your concurrence in the above
the Agency. We nevertheless believe that the time to initiate action on this project is now or never.
our Congressional committees after working the problem through
purpose will not be a simple matter, and we must seek approval of
required would be gleaned from any remaining funds from the new building project. Our use of those funds for this
the A&E design and associated studies. The construction funds
to us will provide us with a substantial start in getting on with
4. In order to accomplish the above, I need your financial and organizational support. The transfer of from you

DOI 06792-84

4 DEC 1984

MEMORANDUM FOR Deputy Director for Administration

FROM:

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Robert M. Gates

Deputy Director for Intelligence

SUBJECT:

Creative Problem Solving/Space

- 1. One of my major goals for some time has been to identify ways to improve the process of producing finished intelligence. We continually come up against two barriers: (1) space and (2) the need to co-locate essential portions of the process so that the time spent forwarding information, designs, graphs, maps, proofs, etc., back and forth between the DI and DA components involved can be reduced substantially. There are at least sixteen transfers involved in most of our assessments and research papers. Integrating the DI printing and production, cartography, design and dissemination functions closer to the actual DA printing function is a goal we have long sought.
- 2. I have just learned that there is approximately square feet of space lying fallow in the basement of the Printing and Photography Building which could be used to attack both the problems at a reasonable cost. This space was examined for possible use some time ago but that project died probably because of inertia, as well as exaggerated estimates of renovation costs. Although I have no access to the earlier A&E data, I have been told that by excavating a portion of the space, relocating sewer and power lines and installing the necessities to prepare the space for DI production people, we could gain about square feet of additional instant vaulted space on the compound at minimal expense.
 - 3. The timing for this renovation could not be better.
 - Since the compound is already disrupted due to the construction of the new building, additional renovation would present minimal inconvenience — for example, disposal of excess dirt, which was a large problem earlier, would go unnoticed now.
 - -- We have identified funds to renovate the current cartography space during 1985. We might be able to make a portion of this money available for the renovation of the basement of the Printing and Photography Building to accommodate the DI people moved into the new space.
 - CPAS will shortly receive recommendations from a contract study for improving the production process; useful ideas could be incorporated into design of the new space.

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SUBJECT: Creative Problem Solving/Space

4. I urge you to consider this proposal sconest. The timing for proceeding is perfect. This may even be the first of the prime candidates to be considered by Bill Casey's new forum in his effort to identify and act quickly upon new and better ideas to respond to critical intelligence problems. I certainly view this as an "occasional flash of inspiration" which deserves immediate attention.

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; Robert M. Gates

cc: EXDIR D/OL

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